

National Search and Rescue Secretariat

**The New SAR Initiatives
Fund (NIF) Program Guide**

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1. INTRODUCTION

The *New Search and Rescue (SAR) Initiatives Fund (NIF) Guide* describes all aspects of the program. The guide will help you decide if your proposal's objectives and plans support those of the National Search and Rescue Program (NSP). The guide provides instructions to help you prepare your applications, and also outlines program management and general policies and conditions that apply. Please ensure that you fully understand all of the implications of applying for, managing and evaluating a NIF proposal before proceeding with an application.

2. PROGRAM OVERVIEW

National Search and Rescue Program

The NSP encompasses the efforts and activities of all levels of government, corporate and volunteer sectors, and a vast array of organizations and programs related to providing information, applying technology, conducting research, preventing SAR incidents from occurring or saving lives of people at risk. Within the federal government, five departments (Environment Canada-Meteorological Service of Canada, Department of Fisheries and Oceans-Canadian Coast Guard, Department of National Defence-Canadian Forces, Solicitor General-Royal Canadian Mounted Police, and Transport Canada) and one agency (Parks Canada) are directly involved in the coordination of programs related to SAR. While federal SAR operations are coordinated by the Rescue Coordination Centres (RCC's), non-federal SAR activities are the responsibility of individual provinces and territories (operations are coordinated by the police force of jurisdiction, e.g., the RCMP, the Ontario Provincial Police, the Sûreté du Québec and the Royal Newfoundland Constabulary).

OBJECTIVES OF THE NSP:

- ❖ Save lives throughout Canada's jurisdictional areas;
 - ❖ Promote the prevention or mitigation of SAR events, injury and loss of life; and
 - ❖ Perform all SAR functions effectively, efficiently and economically.
-

National Search and Rescue Secretariat

The National Search and Rescue Secretariat (NSS) provides a means to coordinate the development of search and rescue activities throughout Canada. The NSS is responsible for the coordination of SAR nationally; the NSS reports directly to the Lead Minister for Search and Rescue (LMSAR), the Minister of National Defence, who is responsible for SAR as a distinct program of the federal government and is the spokesperson for SAR nationally.

The NSS provides central coordination and leadership for the NSP, through the Interdepartmental Committee on Search and Rescue (ICSAR) comprised of federal departments/agencies with SAR responsibilities (see Glossary), and through provincial and territorial, police, industry and volunteer organizations. The NSS manages the NIF on behalf of the LMSAR. A list of federal SAR departments/agencies and provincial/territorial SAR authorities that are recognized sponsors is presented at the end of the guide (see Appendix A).

New SAR Initiatives Fund (NIF)

The NIF was established to provide funding for proposals that, following review and approval based on merit of policies/criteria as outlined in this guide, will enhance search and rescue in Canada. In order to submit a proposal, potential applicants must go through one of several NSS-approved sponsors. These sponsors are either a federal government department/agency with search and rescue responsibilities or provincial/territorial authorities with SAR responsibilities (see Appendix A for a complete listing of NSS-approved sponsors).

NIF proposals that have a non-SAR component will be funded based on a ratio, e.g., if 50 per cent of the proposal has a SAR usage and 50 per cent of the proposal has a fire-fighting component, then the proposal should only receive 50 per cent of the total proposal cost from the NIF.

NIF OBJECTIVES

1. **The enhancement of SAR activities by federal and provincial/territorial organizations with specific jurisdictional responsibilities.**
 2. **The promotion and support of projects designed to further the objectives of the NSP.**
 3. **The communication of SAR "best practices" to all parties involved in search and rescue in Canada.**
-

NIF Categories

Applications to the NIF must demonstrate that they address at least one or more of the following six categories:

- ❖ **Integration of the NSP:** To facilitate coordination, communication and cooperation of the planning and delivery of SAR services, including forging better links with the provinces and territories, and program development activities;
- ❖ **Collection of SAR data:** To develop innovative approaches to gathering timely and accurate information on operations as well as costing and other information to support policy making and central decision-making across the aeronautical, maritime, and ground SAR environments and all SAR jurisdictions;
- ❖ **SAR prevention:** To identify better information, processes and practices for the planning, delivery and evaluation of effective prevention education and training;
- ❖ **Research and Development (R&D):** To provide timely SAR products that apply emerging technology to dramatically improve the effectiveness of the Canadian SAR system, particularly in the area of communications, technology for better searching, search theory and practice, and resource management;
- ❖ **Volunteers:** To develop standards, training and operational use of; improved integration of volunteer organizations into the planning and processes of the NSP; expanded use of volunteers in other SAR responsibility areas such as the use of volunteers in prevention activities; efforts to evaluate and develop the volunteer sector further; and,
- ❖ **Response:** To develop new and innovative approaches to SAR response activities.

Further explanation of the NIF categories can be obtained from NIF proposal sponsors or from the NSS.



Principles and Guidelines

Applications to the NIF must demonstrate that they have addressed the following principles and guidelines, which will be used by the NSS and sponsors in screening NIF proposals.

A NIF proposal **must**:

1. Be complete using the NIF Proposal Form template provided in this guide;
2. Have the potential to prevent or reduce the severity of injury, save lives, increase victim survival time or reduce risks to SAR personnel;
3. Demonstrate that it contributes to one or more of the NIF objectives;
4. Address the priorities of the NSP*;
5. Address the categories of the NIF;
6. Indicate how it will improve SAR capability for prevention or response;
7. Have a recognized federal, provincial or territorial sponsor (if provincial/territorial indicate cost sharing of 25%); and
8. Be scheduled from April 1 to March 15 and be completed in three (3) years or less.

* Text will be included when finalized.

A NIF proposal **will not** be considered if it:

1. Involves the purchase of a SAR vessel, aircraft and/or vehicle or seeks funding for the operations and/or maintenance of such equipment;
2. Recapitalizes or replaces assets (including equipment) or continues/renews services that organizations are providing or have previously provided;
3. Creates an ongoing funding requirement from the NIF or any other organization without having the necessary commitment for on-going funding in place;
4. Repeats previously approved and funded NIF proposals; and
5. Requires the payment of salaries, unless the organization requires cost-recovery, or it is clearly demonstrated in the proposal that this is a cost-effective solution.

N.B. The NIF will not fund major programs of SAR resource replacement, supporting Person Years (PY's) or ongoing Operating and Maintenance (O&M) costs.

Proposals **may** benefit from:

1. Demonstrating that they will have a broad reach, such as national, provincial, county, regional, municipal or joint community organizational basis;
2. Being developed and/or conducted in partnership with other groups; and
3. Including letters of support from partners and co-sponsors.

The selection and scoring criteria may be modified from time to time to reflect relative categories established by senior SAR management and/or the Lead Minister for SAR.

Program Management

The management of the NIF is based on a Memorandum of Understanding (MOU) between the NSS and each sponsoring department/agency. The MOU is a written agreement that outlines the roles and responsibilities of the NSS, the sponsor and the participants in the NIF.

In signing the MOU, the sponsor agrees to accept the responsibility for:

- ❖ Proposal management;
- ❖ The delivery of reports and project deliverables;
- ❖ The attainment of project objectives; and
- ❖ Results and evaluation/review or audit.

NOTE: THE SPONSOR IS THE LINK BETWEEN THE NSS AND THE PROJECT.

Individual Annexes support the MOU. Once approved, each proposal becomes a project (Annex to the MOU) and provides specific details of the project.

When the proposal is approved for funding, the proposal Annex is signed. The signed Annex represents a binding agreement, signifying that the NSS will provide NIF funds approved for the fiscal year via the sponsor to the project manager, to conduct the proposed project. Funds will be provided on the submission of invoices and quarterly and/or final reports. For continuing projects, future year funding will be based on past performance.

The sponsoring organization receiving the NIF funding is responsible for the project plans, finances, results, outcomes and evaluations. Reports are an essential requirement of the NSS and sponsors and must be completed as requested and submitted on time. Projects must be managed following good business practices and follow the approved financial and purchasing requirements of the sponsor. All NIF projects are subject to project site visits, review of financial records or audit by the NSS, NIF sponsors or auditors at any time.

THE PROJECT MANAGER MUST:

- ❖ Respect the terms and conditions of the funding;
 - ❖ Conduct the project as planned;
 - ❖ Notify, as early as possible, the sponsor and the NSS of any variances from the project plan;
 - ❖ Provide quarterly status reports on the project plan, results to date and project finances; and
 - ❖ Produce a final summary report once the project is complete.
-

New SAR Initiatives Fund Program Cycle

The following chart (Figure 1) outlines key activities in the New SAR Initiatives Fund Program Cycle, which begins on April 1 and ends on March 31 each fiscal year. Proposal activities must be completed by March 15th. (See Appendix B for a more detailed description of each stage of the NIF Cycle).

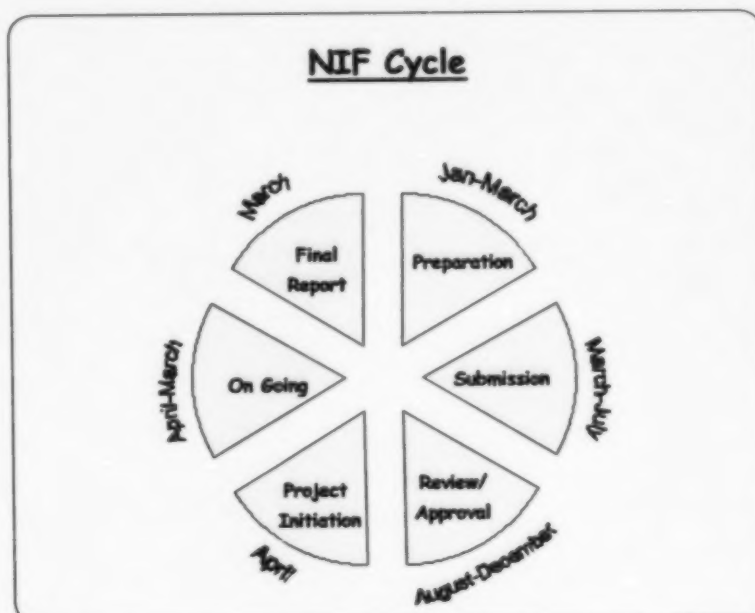


Figure 1: New SAR Initiatives Fund Program Cycle

3. PROPOSALS

Pre-application Process

Prior to submitting a proposal to the NIF, discuss the proposal idea with the appropriate sponsor (federal, provincial/territorial) or with the NSS. The NSS will provide information about the NIF and direct potential applicants to the appropriate sponsor with the mandate for the proposal. Sponsors may request a preliminary outline or letter of intent (LOI) from potential applicants, and will provide feedback to assist applicants in developing complete proposals. Applicants are encouraged to develop proposals in partnership with other organizations and have them approved at the local, provincial/territorial and national level prior to the submission to NIF sponsors and the NSS for consideration. This will help ensure that proposals developed have been subjected to a priority setting process and address SAR needs.

Preparation of Proposals

Applicants **MUST** follow the instructions and submit complete and thorough proposals. Reviewers of proposals do not have time to search for information and will be better able to assess and score proposals if the standard format is used. *Proposals that do not conform to the standard format will not be accepted.* Instructions are provided in italics on the proposal forms on the following pages. Electronic copies of the NIF Guide are located on the NSS web site at <http://www.nss.gc.ca>. Blank templates for all NIF forms displayed in this guide are now available electronically by email from mthomas@nss.gc.ca. Applicants are encouraged to provide all proposal documents electronically.

Part 1 - Proposal Summary - Annex to the Memorandum of Understanding

The Proposal Summary captures the basic information about the proposal (title, priority, category, amount of funding requested) and provides a brief description (1-2 paragraphs) of the proposal as well as signature blocks for the signing authorities of the sponsoring organization and the NSS. Briefly describe the intent of the proposal, why it is needed, and the expected outcome(s). Write for an audience who is not familiar with the subject. Do not use acronyms, scientific and/or technical terms. Have the proposal signed by a recognized NIF sponsor before it is submitted to the NSS for consideration.

Part 2 - The Proposal - Annex to the Memorandum of Understanding

The proposal must be a stand-alone document. Clearly explain all aspects of the proposal, briefly, but in more detail than in the proposal summary. Provide only the information requested and complete all sections. Develop a well-researched budget to avoid or minimize the need for proposal amendments. Projects must adhere to federal bilingualism regulations and build any associated costs into the proposed budget. Anticipate delays in proposal initiation, transfer of proposal funds and initiation of contracts.

Part 3 - Communications-Type Proposals

This part of the proposal is only required for public communications-type proposals (e.g., audio, print and video). Include translation/adaptation costs to ensure proposals meet federal bilingual policies. This information is required in part to address the information requirements of Public Works and Government Services Canada (PWGSC).

Part 4 - Additional Information

Attachments and additional information about the proposal are not required but can be added in a logical sequence to correspond to the order of the proposal (must not exceed 5 pages).

PROPOSALS MUST:

- **Be in the standard format as provided in this guide**
- **Be complete**
- **Follow all instructions**
- **Answer all questions**

*** Proposals not meeting these standards will not be considered.**

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**New SAR Initiatives Fund (NIF)
Part 1- Proposal Summary
Annex to the Memorandum of Understanding
FY __/__**

PROPOSAL TITLE: *Provide a title that identifies the proposal.*

SPONSOR: *Provide the name of the NSS-approved sponsor.*

CATEGORY: *Integration of NSP; Collection of SAR data; Prevention; R&D; Volunteers; or, Response.*

FINANCIAL SUMMARY:	Total Estimated Cost	Provide the total proposal cost	
	From NIF	\$	%
	From Other Sources	\$	%

Provide the amount in dollars and as a percentage received from both NIF and other sources.

COST BREAKDOWN: *Provide the amount of funding required from NIF and from other sources for each fiscal year. (Identify the funding for each fiscal year as FY XX/XX, composed of the last two digits of each year of the proposal's life cycle and the year following.)*

From NIF:	FY __/__	\$	FY __/__	\$	FY __/__	\$
From Other Sources:	FY __/__	\$	FY __/__	\$	FY __/__	\$

SUMMARY OF PROPOSAL: *Provide a brief summary describing the proposal in 1-2 paragraphs that **clearly** explains the proposal to someone who is not familiar with it. Explain the deficiency or issue to be addressed, the objective(s) of the proposal, how the proposal will be carried out, and the expected outputs and results. Include criteria for evaluating the success of the proposal.*

APPROVED BY:

For the Sponsor

Name (print name below line)

Title
Department

For the National SAR Secretariat

Director, Federal Coordination
National Search and Rescue Secretariat

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New SAR Initiatives Fund (NIF) Part II – PROPOSAL Annex to the Memorandum of Understanding FY ____/____

PROPOSAL TITLE:	<i>Provide the same title as stated in Part I.</i>		
STATEMENT OF PURPOSE:	<i>Provide a brief (one or two line) statement that communicates a clear understanding of the proposal's intended purpose, without stating HOW this will be accomplished.</i>		
SUMMARY OF NEED:	<i>Provide a description of the need supported when applicable, by scientific research, statistics, frequency and distribution of occurrence, and/or examples of SAR incidents.</i>		
DESCRIPTION OF SOLUTION:	<i>Provide a summary of the proposed solution to address the need, deficiency or requirement, emphasizing the benefit(s) that would be achieved and the risk/certainty of the proposal. Demonstrate the link between the proposal and saving lives. NIF proposals should not overlap with previously approved proposals or with proposals sponsored by other government departments. If the proposal is related to others, provide the linkage or outgrowth of the proposal to the previous or existing proposals.</i>		
IMPORTANCE/PRIORITY:	<i>Indicate the relative priority of this proposal for your organization and for the sponsor.</i>		
MANAGEMENT PLAN:	<i>Clarify the proposal's intentions and provide a "map" of the proposals intended performance. Complete all required sections for EACH stated objective.</i>		
OBJECTIVE #1:	<i>State anticipated accomplishments/outcomes. Objectives build on the Statement of Purpose by breaking down its intent into separate identifiable outcome statements.</i>		
Project Activities	Performance Measures	Outputs	Time
<i>State specific, identifiable, organized activities undertaken to assist in meeting the stated objective above. Project Activities should be S.M.A.R.T- Specific, Measurable, Achievable, Relevant, and Timely. It is possible to have several project activities per objective.</i>	<i>State the exact criteria that will be taken as evidence that the intent of the project activity has been achieved. It is possible to have several performance measures per project activity.</i>	<i>State what will be the products, processes and results of this project activity.</i>	<i>Indicate the anticipated date (FY XX/XX, quarter X) by which each performance measure will be met.</i>
N.B. complete this table for each stated objective			

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COMMUNICATION PLAN:	<i>Indicate in the table below how and when the results of the project will be communicated to its audience and/or other interested groups.</i>
Message	<i>Indicate what message you wish to convey to other parties who could benefit from your NIF project results/products/services (e.g., communicate survey/study results to interested parties, announce the completion/arrival/publication of new products/services/technology, promote awareness of search and rescue activities, etc.)</i>
Target Audience	<i>Identify who would be interested or for whom it would be beneficial to learn about your NIF project.</i>
Action Plan	<i>Indicate how you will package your message and how you will ensure your target audience receives the message (letters, articles, public service announcement, web postings, special events, etc.)</i>
Schedule	<i>Identify the milestones in your action plan and the expected date of completion.</i>
Evaluation of Communications Plan	<i>Indicate how you will evaluate if the message has been received by your target audience (e.g., survey inquiries received, newspaper/trade magazine articles, radio/television broadcast, number of "hits" on a Web page, etc.)</i>

Evaluation Plan:	<i>State that a post-project evaluation based on the performance measures stated in the project's management plan will be conducted for this project. This evaluation will be completed and provided to the NSS by the NIF sponsor within six months (Oct.31) of project completion.</i>
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BUDGET:	NIF COSTS			OTHER SOURCES COSTS
	QUANTITY	UNIT COST	TOTAL	
<i>Goods: Ensure all the costs for all capital required to complete the proposal are included.</i>				
<i>Services: Ensure all the costs for all operational and maintenance required to complete the proposal are included. *</i>				
<i>Communication Plan costs: Ensure the costs to carry out the proposed communications plan are included.</i>				
<i>Evaluation costs: Ensure the costs to carry out the proposed evaluation plan are included. *</i>				
<i>Personnel costs: If the intention is to pay all or part of the salary of someone whom is not a contractor working for the proposal, this must be justified in the body of the proposal on the grounds of value for money. The NIF does not pay for people who are employees of publicly funded agencies, except for those agencies who have cost-recovery policies.</i>				

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BUDGET:	NIF COSTS			OTHER SOURCES COSTS
	QUANTITY	UNIT COST	TOTAL	
<i>Contingency (10%): This is not supposed to cover expenses that should have been captured above. It addresses the unexpected and does not duplicate costs elsewhere in the budget.</i>				
TOTAL:				

* Note: Does not include personnel costs.

(N.B. Please ensure that the budget includes any translation costs.)

QUARTERLY CASH FLOW:	<i>Provide (in the table below) accurate forecast amounts for each quarter of each funded year, for both NIF as well as other sources of funding. Milestone dates and quarterly forecast amounts must coincide. The Quarterly Cash Flow reported below will form the basis of project tracking by the NSS and sponsors since the quarterly reports require comparisons of actual quarterly expenditures against quarterly forecasts.</i>				
From NIF:					
Forecast Expenditures	Q1	Q2	Q3	Q4	Total
FY __/__/__					
FY __/__/__					
FY __/__/__					
From Other Sources:					
Forecast Expenditures	Q1	Q2	Q3	Q4	Total
FY __/__/__					
FY __/__/__					
FY __/__/__					

Start-Up Costs:

Identify and justify any start-up costs needed to commence the first quarter activities.

CONTACTS:		
Proposal Manager	Responsible Officer	Other Sources of Funding
Name: Title: Organization: Address: Postal Code: Telephone: Fax: E-mail:	Name: Title: Organization: Address: Postal Code: Telephone: Fax: E-mail:	Name: Title: Organization: Address: Postal Code: Telephone: Fax: E-mail:

New SAR Initiatives Fund Program Guide

New SAR Initiatives Fund (NIF)
Part 3- COMMUNICATIONS-TYPE PROPOSALS (optional)
Annex to the Memorandum of Understanding
FY ____/____

Additional information requirement for certain types of proposals: *Complete this part of the form if the proposal is a public communications-type proposal (e.g., publications, audio, video)*

Please provide the following information:

- Production schedule
- Level of funding sought (including a detailed breakdown of all other proposed and confirmed funding sources);
- Detailed, itemized, unit-cost, budget and a cash flow;
- Analysis of the target audience and description;
- Plan for the distribution, licensing, and allocation of rights; and
- Report of research and development to date.

New SAR Initiatives Fund (NIF)
Part 4 - ADDITIONAL INFORMATION
FY ____/____

This section is optional. Attach any other information related to the proposal (maximum of 5 pages). Organize the information in logical sequence and provide a table of contents or index itemizing the supplementary information.

Proposal Assessment

The review of NIF proposals for funding involves qualifying criteria, rating criteria, and an evaluation requirement. Proposal selection is based on merit attributed to proposals by a selection committee, however, the responsibility and accountability of NIF lies with the NSS.

The scoring criteria (see Appendix D) explain how proposals are scored, what factors are considered, what weights, if any, are assigned to each factor, and what qualities determine the score assigned. Scoring will be based primarily on the information provided in the NIF proposal, so it is essential that the proposals be prepared using the format provided.

** The sponsors, the NSS and/or the merit board will not advance incomplete proposals for review.*

4. PROJECT MANAGEMENT

Proposal Approval

The NSS will sign the proposal once it is approved. This document will become the Annex to the Memorandum of Understanding between the NSS and the NIF sponsor. A copy of the Annex with the two signatures will be sent to the sponsor. At this point, the NIF proposal becomes a NIF project.

Funding

The procedures for funding NIF projects are as follows:

- ❖ NSS will confirm approval of new projects prior to the beginning of the fiscal year;
- ❖ NSS will establish individual project codes for all approved projects;
- ❖ NIF sponsors will submit invoices covering expenditures to date during each funding year for approved NIF funds to the NSS, with quarterly or final summary reports;
- ❖ Invoices must list NIF project numbers, NIFID numbers, titles of approved NIF projects; and for federal projects, the Intra Number from the sponsoring federal department that indicates where the funds should be transferred;
- ❖ Requests for start-up funds to commence first quarter activities must be identified and justified in the proposal;
- ❖ NSS will not release funds unless quarterly reports for the relevant projects have been received;
- ❖ NIF sponsors will request that all project managers provide forecast and actual expenses in advance of the end of the quarter. (N.B. Project managers are required to keep accurate records of the finances for NSS, the sponsors and possible audit.)
- ❖ For Quarter 4 (Q4), NIF sponsors must forward invoices and Q4 and final reports for projects that finish in that fiscal year to the NSS by March 15 so that NSS can process final payments prior to the end of the fiscal year. (N.B. NIF sponsors must advise proponents and project managers that Q4 has been shortened from 3 to 2.5 months to ensure payments can be processed in the correct fiscal year.)
- ❖ Unused NIF funds must be returned to the NSS (Intra number 0180) as soon as possible. Be sure to indicate the specific project (Project Number, NIF ID) against which the funds are being returned.
- ❖ Funds being returned from Provinces/Territories must be made payable to the **Receiver General of Canada, c/o NSS.**

**ANY QUERIES RELATING TO THE PAYMENT OF INVOICES OR
RETURN OF NIF FUNDS MUST BE ADDRESSED TO:**

Senior Financial Officer
Tel. (613)992-8213 1-800 727-9414
Fax: (613)996-3476
Email: bperryde@nss.qc.ca

**NIF INVOICES MUST BE SENT BY THE SPONSORS TO THE
FOLLOWING ADDRESS**

Attn: Chief Administration Officer
National Search and Rescue Secretariat
275 Slater Street, 4th floor
Ottawa, ON K1A 0K2
Tel.: (613) 996-4737 1-800 727-9414
Fax: (613) 996-3746
E-mail: ltremblay@nss.qc.ca

Federal/Provincial Taxes

Tax policies applied to general procurement activities of the organization implementing a NIF project will apply to purchases involving NIF funds. For federal departments, this means that purchases will be exempt from provincial taxes and charges for Goods and Services Tax (GST) will be processed against the designated Department of Finance account, not against NIF funding. For non-federal departments, appropriate taxes must be paid and charged to the NIF funding. These non-federal sponsors should, however, monitor charges to the GST and advise the NSS of the total GST charged against the project in order that the NSS may initiate GST recovery action. The NSS should be notified of the GST charges on completion of the project or on the final report for the fiscal year, whichever occurs first.

Reports

Once a proposal is approved, all project managers must provide the following reports to the NIF sponsor to forward to the NSS:

- ❖ A 1 page status report at the end of each quarter; and
- ❖ A 1 page final summary report, when the project is complete.
- ❖ Project deliverables including photos/digital images

All reports must be written for an audience who is not familiar with the project. *All reports templates are available electronically from the NSS.* The sponsor will then forward the reports to the NSS. Project managers of multi-year projects must adhere to the same report requirements and due dates for each year of the projects duration. These reports provide the basis for the management and accountability of the NIF. The information in these reports also provides information needed by the NSS for ongoing reporting on the NIF — to the Lead Minister for Search and Rescue, Parliament and the public.

Quarterly Status Reports

The quarterly report summarizes the status of the project management plan to the end of the quarter (Q). It provides an explanation of any variance between the approved work plan and the progress of the project. NSS due dates for Quarterly Reports are:

Q1 - June 30 Q2 -September 30 Q3 - December 31 Q4 – March 15

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New SAR Initiatives Fund (NIF) Quarterly Status Report FY XX/XX Quarter X <i>(1: June 30; 2: September 30; 3: December 31; or, 4: March 15)</i>

PROJECT TITLE:	<i>Provide the same title as stated in the project's original proposal.</i>
-----------------------	---

PROJECT NUMBER:	<i>Provide the project number that has been assigned to the project.</i>
------------------------	--

NIFID #:	<i>Provide the NIF Identification Number that has been assigned to the project.</i>
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STATUS OF WORK:	<i>In the table below, re-state the Management Plan <u>exactly</u> how it was presented in the Proposal Form. The only new input required is the time in which each criteria was actually met. Ensure that all sections are complete.</i>
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OBJECTIVE #1:				
Project Activities	Performance Measures	Outputs	Time	
			Planned	Actual
<i>* Complete this table for each stated objective</i>				

QUARTERLY CASH FLOW:	<i>Provide the cash flow information for the <u>current</u> fiscal year only.</i>
-----------------------------	---

FROM NIF					
Expenditures:	Q1	Q2	Q3	Q4	Total Project Cost FY XX/XX
Forecast: <i>Re-state the funding as presented in the project's proposal.</i>					
Actual: <i>Provide the amount actually spent.</i>					

FROM OTHER SOURCES					
Expenditures:	Q1	Q2	Q3	Q4	Total Project Cost FY XX/XX
Forecast: <i>Re-state the funding as presented in the project's proposal.</i>					
Actual: <i>Provide the amount actually spent.</i>					

Amendments

It is important to conduct the NIF project as planned, on budget and within the scope as stated in the project's proposal. If this is not possible, the project manager must prepare an amendment. The amendment must be submitted to the sponsor to then forward to the NSS for consideration. Sponsors must contact the NSS immediately to discuss requests for amendments prior to submitting them. The amendment must justify why the change in the proposal is necessary and indicate clearly the requested action.

**AN AMENDMENT TO THE PROPOSAL ANNEX IS REQUIRED WHEN THERE IS ANY
CHANGE TO THE PROJECT'S:**

- **Scope**
 - **Total estimated cost**
 - **Cash flow from year to year**
-

Amendments of less than 10 per cent of the proposal total or for \$10,000 or less of the total NIF amount, whichever is lower, can be approved by the NSS with the proper justification.

The ICSAR Co-ordination Subcommittee must review Amendments of greater than 10 per cent of the approved proposal total or greater than \$10,000, whichever is larger. The request for an amendment must be sent to the NSS, who may forward it to the ICSAR Co-ordination Subcommittee for review. The NSS will notify the sponsor of the decision.

Failure to conduct the project as planned *without* an amendment will result in corrective action being taken by the sponsor or the NSS. The NSS and sponsors will initiate action to cancel proposals that are idle without reason for six months. Funding which has been advanced by the NSS to the sponsor for an approved NIF proposal and not used must be returned to the NSS as soon as possible.

Final Summary Report

A final summary report for each NIF project must be submitted to the NSS when the project is complete. The final summary report objectively summarizes (in 1 page) how the NIF funds were used and the benefit of the project for the NSP. The summary report must follow the format provided in the guide. Further details and technical explanations about the project can be attached.

The final summary report must describe the project's objective(s), activities (methodology, location, etc.), results, evaluation, communication activities, bibliography reference of any printed/published materials and any suggested follow-up activities.

Write the final summary report using complete sentences and provide a clear but short overview of the project. State what was done and explain how the project addressed a specific need. Include detailed information that clearly demonstrates the outputs and results; explain the methods and criteria that will be used to measure the success or failure of the project; suggest areas where additional work may be required.

Final summary reports for completed NIF projects are due each year at the NSS by March 15. If you are unable to meet the deadline, sponsors must request an extension from the NSS. Final summary reports must be provided

both in hard copy and in electronic format. Communications-type (e.g., audio, print, video) proposals must be accompanied by two English and two French copies of project deliverables developed or produced. All other projects must submit a representative photo/digital image.

The NSS will produce a document containing the final summary reports for all NIF projects that were completed each year and distribute it to sponsors and program participants. An electronic copy will be available on the NSS Web site.

Making the project results available will encourage greater communication and understanding of the types of activities being funded through NIF, foster the sharing of ideas and partnerships, generate new ideas for initiatives and reduce project duplication.

Post-Project Evaluation

A post-project evaluation of each NIF project is to be completed and submitted to the NSS by the NIF sponsor within six months of project completion (Oct.31). The post-project evaluation consists of two parts; part one collects the general information and requests answers to open ended questions, and part two requires the evaluator to rate the satisfaction and achievement of the project's objectives. A template for the post-project evaluation is provided in this guide (see Appendix E) and is also available electronically from the NSS. *All evaluations must be submitted using the template.*

New SAR Initiatives Fund Program Guide

New SAR Initiatives (NIF) Fund Final Summary Report FY __/__/__	
PROJECT TITLE:	<i>Same as original proposal.</i>
PROJECT NUMBER:	<i>Provide the project number that was assigned to the project.</i>
NIF I.D. #	<i>Provide the NIF identification number assigned to the project.</i>
PROJECT DESCRIPTION:	<i>Briefly describe the project activities using complete sentences.</i>
PROPOSAL OBJECTIVE (S):	<i>Describe project objectives and explain how the project has contributed to improved SAR services in Canada.</i>
SUMMARY OF ACTIVITIES:	<i>Provide a clear, but short, overview of the project's activities.</i>
IMPACT/BENEFITS:	<i>Describe the project's impacts/benefits to the SAR community.</i>
EVALUATION:	<i>Describe the methods and criteria used to measure the success or failure of the project and provide an objective assessment of its end results.</i>
COMMUNICATION ACTIVITIES:	<i>List the names of other organizations consulted or who played an active role developing and implementing your project.</i>
BIBLIOGRAPHY REFERENCE:	<i>Provide a bibliography of all written and audio-visual materials produced with NIF funds.</i>
SUGGESTED FOLLOW-UP/ ADDITIONAL ACTIVITIES:	<i>Suggest areas relating to your project where more work needs to be done in the future.</i>
ATTACHMENTS:	<i>If the project produced any deliverables (i.e. videos, brochures, books, software, manuals) include 2 English and 2 French copies. For all projects, include at least one photograph that is representative of your project.</i>
FOR MORE INFORMATION CONTACT:	
Federal Coordination National Search and Rescue Secretariat 275 Slater Street, 4 th Floor Ottawa, ON K1A 0K2 Tel.: (613) 996-2782 Fax: (613) 996-3746 Web Site: http://www.nss.gc.ca	Sponsor/Project Manager Name Title Organization Address Telephone Fax

New SAR Initiatives Fund Program Guide

New SAR Initiatives Fund (NIF)
Summary of Amendment #[insert info.] for

Project # - Project title
(Annex to Memorandum of Understanding)

Project # and Title	Summary of Amendment	Current Funding	Requested Funding	Requested Action
Project no.	Action-indicate clearly where a change would occur:	FY XX/XX: \$	FY XX/XX \$	Request approval for: action-indicate if the proposal would change in:
NIF ID		FY XX/XX: \$	FY XX/XX \$	
Project title	a) scope, b) total estimated cost or c) cash flow from year to year. Justification- explain briefly why the change in the proposal is necessary	FY XX/XX: \$ Total: \$	FY XX/XX \$ Total: \$	a) scope b) total estimated cost or c) cash flow from year to year.

Approved by:	
For the [insert sponsor]:	For the National Search & Rescue Secretariat:
_____	_____
Name (print name below line)	
Title	Director, Federal Coordination
Department	National Search and Rescue Secretariat
Date: [dd-mm-yy]	Date: [dd-mm-yy]

5. GENERAL POLICY and CONDITIONS

25% Requirement

Proposals submitted through a provincial/territorial sponsor must confirm that at least 25 per cent of the total funding is available from sources other than the NIF, such as private sector sponsorship or fund-raising activities. Approved NIF funds must be expended only on approved NIF proposals. The 25 per cent provincial/territorial share of the funding must not include "in kind" contributions, such as the ongoing operating costs of the organization. (Proposals sponsored by provincial/territorial organizations must seek only 75 per cent of the total proposal cost from NIF.)

Bilingualism Policy

Applicants to the NIF must recognize that English and French enjoy equal rights and privileges in Canada and must:

- ▶ Issue documentation (e.g., audio, print, video) of equal quality simultaneously in both official languages — two copies in English, and two copies in French, must be provided to the NSS;
- ▶ Provide direct services (e.g., oral communication) in both official languages;
- ▶ Promote members of both official language communities as equal and active members in operations and programs; and,
- ▶ Conduct activities to meet the needs of the participants in both language groups.

The NIF project budget must include the costs required to address bilingual requirements. Further details concerning bilingual requirements can be obtained from the sponsor or the NSS.

Intellectual Property

The NSS will hold intellectual property rights to items produced through NIF funding unless an agreement is negotiated in advance of project approval. The purpose of this agreement, which could be between the NSS, the sponsor, and the project proponent, is to ensure that the SAR community receives reasonable benefit from the expenditures of NIF funds. In some cases it may mean cost free distribution of the product or a similar benefit to Canadian SAR service providers. This general rule is not intended to take away the intellectual property already developed, that is imbedded in products proposed.

Credit

Credit must be given for the funding received from the National Search and Rescue Secretariat's New SAR Initiatives Fund. The sponsor or other partners may also have requirements concerning credits. The general wording of the acknowledgment crediting the funding should be: "This project received funding under the New SAR Initiatives Fund."

The use of the NSS logo is encouraged on items published or produced using NIF funds (including videos). The NSS logos are available from the NSS. A draft of the intended use of the NSS logo must be submitted to the NSS for approval prior to use.



Deliverables

A deliverable is the final result of a series of project activities. It could be a new technology, a code or standard, a set of guidelines or an improved process, a measurable change in awareness, knowledge, skills and behaviour of groups at risk or potentially at risk. Deliverables must be specific, focused and achievable and have a measurable impact on the SAR community. The anticipated product(s) of the project and when they will be delivered are defined in the Proposal. Any change to the agreed terms, conditions or scope of an expected deliverable will require an amendment and must be approved in advance by the NSS. Label all deliverables with the approved NIF I.D, project number and title and send copies of deliverables for all communications-type NIF-funded projects (e.g., two English and two French) and a representative photograph/digital image for all other projects. Deliverables will be added to the NSS Resource Centre collection for use by the SAR community. All deliverables must be sent to:

Attention: Federal Coordination
National Search and Rescue
Secretariat
Standard Life Building
275 Slater Street, 4th Floor
Ottawa, ON K1A 0K2
Email: mthomas@nss.gc.ca

Ownership of Project Assets

Federal/provincial/territorial sponsors of NIF projects are responsible for the physical assets acquired through the NIF, including ongoing operating costs, safekeeping, maintenance, repair and replacement of these assets. Project managers may dispose of them as they see fit, after discussion and agreement with the sponsor. At the time of final disposal of assets acquired through NIF funding, the NSS must be advised so that other participants in the NSP can determine if this resource can be put to effective use in another SAR jurisdiction. The policy applied to the rights of software developed through the NIF.

If a NIF project has the potential for revenue generation, you must discuss this with the NIF sponsor to determine if royalties are payable to the NSS.

6. AUDIT and REVIEW

The following principles and criteria will govern the audit of the NIF Program and all NIF-funded projects.

Program Objectives and Guidelines

Program objectives and guidelines are set out in the NIF Guide that describes all of the terms, conditions and program requirements needed by program managers, applicants and auditors.

The NIF Guide is distributed to all managers or other individuals with an interest in accessing the NIF program.

The Guide is reviewed and updated on a periodic basis to ensure its continued relevance to all stakeholders.

The Guide is supplemented by the provision of additional information to program participants on an "as required" basis.

Funding Categories

Proposals must address the categories of the NSP.

Program MOUs

Program MOUs are agreed to and signed by participating federal SAR departments, provincial/territorial EMO offices and the NSS. The MOUs are based on the principles set out in the Guide.

The MOUs have no expiry date and may only be amended or terminated by the initiation of one partner and mutual agreement.

Proposal Application

All proposals are reviewed by the sponsoring department, the NSS and representatives of the sponsors, who make up the NIF Merit Board, against the stated funding categories and the program terms and conditions set out in the Guide. Proposals must comply with the form and content requirements set out in the Guide and include, at a minimum a: Proposal description; Proposal budget linked to milestones; Proposal work plan linked to milestones; Proposal management plan; and Proposal results and benefits statement in measurable terms. The NSS consults with ICSAR prior to submission of the Merit Board List to the LMSAR for approval.

Project Approvals and Funding

Proposal approvals must be confirmed by signature prior to the start of the proposal.

All approvals must be consistent with the terms and conditions set out in the Guide and the MOU.

Funds are disbursed by the NSS, and managed by the sponsor/recipient organization in accordance with the requirements of the proposal approval, the MOU, and the Guide.

The proposal approval forms an Annex to the MOU.

Project Management

The project must be managed in accordance with the policies and practices of the sponsoring organization as well as the requirements of the NIF Guide and the approved management plan set out in the proposal application.

Project Reporting

Specific reporting requirements for each project are incorporated into the approval document (e.g., the appropriate Annex to the sponsor's MOU). They are tailored to the realities of the project but, in general, will call for quarterly reports that outline the activity results to date and the expenditures for the past quarter against the approved plan and indicate the activity project for the subsequent period. The sponsoring organization is responsible for submitting the reports in accordance with the agreed timetable.

Project Monitoring

The sponsoring department is responsible for monitoring the projects being carried out by a third party.

The NSS reviews all project reports, conducting the necessary follow-up work, to ensure that all project requirements are being met.

Project Claims and Payments

The sponsoring department prepares and submits claims in accordance with the requirements of the NIF Guide. The NSS reviews all claims for accuracy and compliance with the proposal approval. All payments will comply with the project approval and the requirements set out in the NIF Guide.

Post-Project Evaluation

The sponsoring organization undertakes an evaluation of the proposal's effectiveness against the objectives established and agreed to at the approval stage. The evaluation should be carried out within the time allotted in the proposal's evaluation plan and the findings submitted to the NSS for review and tabling at a subsequent ICSAR meeting.

Communication of Project Results

Communicating the results of proposals will be done in consultation with the project sponsor.

NIF Program Evaluation

An independent evaluation of the NIF Program will be carried out at least every five years. The client for this audit will be ICSAR.

The evaluation will comment on the success, relevance and cost-effectiveness of the NIF program, as well as the adequacy of the NSS design and management of the program and its monitoring activities. The adequacy of departmental management of the program and their monitoring activities will also be commented on.

The NIF evaluation will be conducted every four or five years, or more frequently if requested by the NSS Executive Director.

The evaluation will make use of previous NIF audits and all available NIF project evaluations.

The evaluation will be carried out by an independent team made up of representatives from the review audit groups of the participating federal SAR departments or provincial/territorial authorities or by external consultants. The latter alternative is preferable as an external group may be viewed as having a greater degree of independence. The client for the evaluation will also be the Executive Director, NSS.

NIF PROGRAM EVALUATION WILL INCLUDE THE REVIEW OF:

- Program objectives and guidelines;
 - The development and approval of MOUs;
 - The establishment and communication of agreed funding categories;
 - Proposal assessment activity;
 - The proposal approval and funding process;
 - Project monitoring activity;
 - The processing of project claims and payments;
 - The measuring and communication of project effectiveness; and
 - The adequacy of the project selection for audit of projects and the conduct of these audits.
-

NIF Project Audits

- Each MOU will make provision for the conduct of an independent audit.
- Projects will be selected for audit in accordance with the agreed selection criteria.
- Project audits will be based on the MOU, specific proposal approvals and on the management practices and audit criteria set out in the NIF Guide.
- Project audits are designed to ensure that the recipient organizations are managing in compliance with the principles set out in the NIF Guide and the MOU proposal Annex. Such audits will be carried out on individual projects or on groupings of projects managed by a single department or agency.
- These audits will be selected in accordance with the agreed audit selection criteria noted above. The audits will be carried out on behalf of NSS, either directly by the Secretariat or on a contract basis.
- In addition to tabling the individual reports, it will be useful to review key findings and trends that arise over the course of the year's audits and produce an annual summary.

NIF PROJECT AUDITS WILL COVER:

- Compliance with the MOUs;
 - Proposal application, selection and funding;
 - Project management (including the management of third parties);
 - Progress reporting;
 - Project claims and payments;
 - Post-project evaluation; and
 - Communication of results.
-

"Third Party" Audits

In cases where a government department applies for funding to support a proposal operated by a third party (for example, the Canadian Parks Service Avalanche Information proposal) the same criteria should also apply. The sponsoring department or provincial/territorial authority should apply the relevant criteria to the third party in the same manner as NSS would apply them to the department. The sponsoring department should be responsible for conducting any necessary audits of the third party.

These audits could be carried out by the department or agency's own internal audit group or by independent external auditors. The client for the reports would be the sponsoring department but the results should be provided to NSS as part of the regular progress reporting process.

The NSS project audit would assess the scope and quality of the third party audits as part of their audit process. As a general rule, there would be no need to go back to the third party but that option would be open to NSS if there was a need to do so.

The three types of audits listed above provide comprehensive coverage of both the NIF and the individual projects. Collectively, it represents a reasonable audit regime that meets everyone's needs.

The Executive Director of the NSS, as the accountable Program Manager of the NIF, reserves the right to require an audit of any NIF project, in accordance with the departmental MOU and the approved NSP Review policy.

Glossary

Amendment	An amendment to the NIF proposal Annex is required if there is a change in the proposed: (a) total estimated cost; (b) scope; or (c) cash flow from year to year.
Annex	Each proposal, once approved, becomes an Annex to the Memorandum of Understanding between the National Search and Rescue Secretariat and the NIF sponsor. The Annex provides the specific details on the proposal.
EMO	The Emergency Measures Organization (EMO) is usually the provincial/territorial SAR authority.
Final Summary Report	Once the project is completed, a one page report is required summarizing the objectives of the proposal, the outcomes and results, and the total expenditures by year.
FY	For NIF, the Fiscal Year (FY) is from April 1 to March 15 th .
ICSAR	The Interdepartmental Committee on Search and Rescue (ICSAR), a federal body comprising the federal SAR delivery departments and agencies; Environment Canada - Meteorological Service of Canada; Department of Fisheries and Oceans - Canadian Coast Guard; Department of National Defence - Canadian Forces; Parks Canada Agency; Solicitor General of Canada - Royal Canadian Mounted Police; and Transport Canada and chaired by the Executive Director of the National SAR Secretariat (NSS). ICSAR provides advice on SAR matters to the LMSAR.
Intra Number	An intra number indicates a specific federal organization or part thereof and is required on EACH invoice.
LMSAR	The Lead Minister for Search and Rescue (LMSAR), who is also the Minister of National Defence, has overall responsibility for the coordination of SAR nationally, a task which is performed in concert with the Ministers of the federal SAR delivery departments.
MOU	The Memorandum of Understanding (MOU) is a written agreement between the NSS and each of the sponsors outlining the roles and responsibilities of the NSS, the sponsors and the participants in the NIF.
NIF	The New SAR Initiatives Fund (NIF), with an annual budget of \$8.1 M, provides funds to proposals that enhance SAR capability in Canada. Proposals must address one of the six categories: further integration of the NSP; collection of SAR data and information; prevention; response; research and development and volunteer activities. Proposals must be sponsored before being submitted to the NSS for consideration.

Glossary

NSP	The National Search and Rescue Program (NSP) encompasses the efforts and activities of all levels of government, corporate and volunteer sectors, and a vast array of organizations and programs related to providing information, applying technology, conducting research, preventing SAR incidents from occurring or saving the lives of people at risk.
NSS	The National Search and Rescue Secretariat (NSS) provides central coordination and leadership for the National Search and Rescue Program (NSP) and manages the New SAR Initiatives Fund (NIF) on behalf of the Lead Minister for Search and Rescue (LMSAR).
Objective	Anticipated accomplishments/outcomes. Objectives build on the Statement of Purpose (see definition) by breaking down its intent into separate identifiable outcome statements.
Participant	A participant is the person or organization who submits the proposal; if the proposal is approved, the participant is the project manager of a NIF project.
Performance Measure	The exact criteria that will be taken as evidence that the intent of the project activity has been achieved.
Proposal	The proposal clearly and completely describes the intent of the submission. It is prepared with the help of the sponsor using the instructions in the NIF Guide and submitted to the NSS for funding consideration.
Project	Once the proposal is approved, it is referred to as a project.
Project manager	The project manager is the person responsible for managing the NIF project.
PWGSC	Public Works and Government Services Canada (PWGSC) is a federal government department that deals with contracting, copyright, supply, etc. All participants must contract through the PWGSC for any goods and/or services relating to their NIF proposal. Approval of a NIF proposal does not guarantee or imply a sole source contract to an outside agency.
Quarterly Status Report	The quarterly (Q) status report summarizes the activities and funding status of NIF proposals to the end of the quarter. The quarterly reports are due at the NSS at the end of each fiscal quarter (i.e., June 30, September 30, December 31 and March 15). They provide an explanation of any variance between the approved work plan and the progress being reported. They must accompany invoices.
Recipient	The organization (may also be referred to as the project manager) that receives the

Glossary

organization	approved funds and uses them to conduct the approved project.
SAR	Search and Rescue.
Sponsor	All NIF proposals must be sponsored by one of the authorized sponsors indicated in the NIF Guide. The sponsor is the link between the NSS and the proposal, and assists the NSS in the management of the NIF.
Statement of Purpose	A statement that communicates a clear understanding of the proposal's intended purpose, without stating HOW this will be accomplished.

How Are We Doing?

If at any time during the NIF cycle, you would like to advise us of something you think we are doing well or think we could be improve on, please let us know. We welcome the feedback to help us improve and strengthen the NIF.

Feedback Form-New SAR Initiatives Fund

What the New SAR Initiatives Program is doing well:
How could we improve the NIF:
Name: Organization: Telephone Number: Date:

Please mail this form to:

Federal Coordination
National Search and Rescue Secretariat
275 Slater Street, 4th Floor
Ottawa, ON K1A 0K2
Tel.: (613) 996-2782 1 800 727-9414
Fax: (613) 996-3746
Email: mthomas@nss.gc.ca
NSS home page: <http://www.nss.gc.ca>

Appendix A
Federal and Provincial/Territorial Sponsors

**New SAR Initiatives Fund (NIF) Sponsors
Federal Government**

**(Representatives on the Interdepartmental Committee on Search and Rescue (ICSAR)
Coordination Subcommittee)**

Director, Federal Coordination (Chair)
National Search and Rescue Secretariat
275 Slater Street, 4th Floor
Ottawa, ON K1A 0K2
Tel.: (613) 992-6667 1 800 727-9414
Fax: (613) 996-3746
Email: dmaccaul@nss.gc.ca

Chief, Resource Protection Division
Ecosystems Branch, National Parks
Parks Canada Agency
25 Eddy Street, 4th Floor
Hull, QC K1A 0M5
Tel: (819) 994-5535
Fax: (819) 997-3380
Email: brett_moore@pch.gc.ca

Planning Officer
Policy and Corporate Affairs
Environment Canada
Meteorological Service of Canada
10 Wellington Street, 4th Floor
Hull, QC K1A 0H3
Tel: (819) 997-4027
Fax: (819) 994-8854
Email: Joanne.St.Coeur@ec.gc.ca

Manager, Search and Rescue
Department of Fisheries and Oceans
Canadian Coast Guard
200 Kent Street, 5th Floor, Station 5041
Ottawa, ON K1A 0E6
Tel: (613) 990-3119
Fax: (613) 996-8902
Email: millerr@dfo-mpo.gc.ca

Directorate of Air Force Employment 3
Department of National Defence
MGen George R. Pearkes Bldg.
101 Colonel By Drive 12th fl. CBN
Ottawa, ON K1A 0K2
Tel: (613) 995-6977
Fax: (613) 995-8687
Email: ac911@issc.debbs.ndhq.dnd.ca

Chief, Non-federal SAR Programs
National Search and Rescue Secretariat
275 Slater Street, 4th Floor
Ottawa, ON K1A 0K2
Tel.: (613) 996-3727 1 800 727-9414
Fax: (613) 996-3746
Email: jchaffey@nss.gc.ca

Contract Policing Branch
Solicitor General-Royal Canadian Mounted Police (RCMP)
Contract Policy Support Services Section
1200 Vanier Parkway, Room G501
Ottawa, ON K1A 0R2
Tel: (613) 993-8428
Fax: (613) 998-2405
Email: Doug.Parsons@rcmp-grc.gc.ca

Safety Programs, Strategies and Coordination
Transport Canada
Place de Ville, Tower C, 12th Floor
330 Sparks Street
Ottawa, ON K1A 0N8
Tel: (613) 990-1287
Fax: (613) 990-5058
Email: gagnrog@tc.gc.ca

New SAR Initiatives Fund (NIF) Sponsors
Provincial/Territorial Government Organizations

NF Emergency Measures Organization
 Department of Municipal and Provincial Affairs
 P.O. Box 8700
 St. John's, NF A1B 4J6
 Tel: (709) 729-3703 Fax: (709) 729-3857
 Email: ralpha@mail.gov.nf.ca

OR

Department of Justice – Search and Rescue
 Confederation Building
 P.O. Box 8700
 St. John's, NF A1B 4J6
 Tel.: (709) 726-4896 Fax: (709) 729-2129

NS Emergency Measures Organization
 P.O. Box 2107
 Halifax, NS B3J 3B7
 Tel: (902) 424-5620 Fax: (902) 424-5376
 Email: lestermr@gov.ns.ca

PEI Emergency Measures Organization
 120 Harbour Drive
 P.O. Box 2063
 Summerside, PE C1N 5L2
 Tel: (902) 888-8050 Fax: (902) 888-8054
 Email: mafrancis@gov.pe.ca

NB Emergency Measures Organization
 P.O. Box 6000, Station A
 65 Brunswick Street
 Fredericton, NB E3B 5H1
 Tel: (506) 453-7482 Fax: (506) 453-5513
 Email: Art.Skaling@gov.nb.ca

Sûreté du Québec
 Direction de la Protection du territoire
 1701 Parthenais
 Montréal, QC H2K 3L7
 Tel.: (514) 598-4811 Fax: (514) 598-4814
 Email: rpoeti@surete.qc.ca

Emergency Measures Ontario
 Ministry of the Solicitor General
 25 Grosvenor Street, 19th Floor
 Toronto, ON M7A 1Y6
 Tel: (416) 314-3723 Fax: (416) 314-3758
 Email: Neil.McKerrell@jus.gov.on.ca

MB Emergency Management Organization
 405 Broadway Ave, 15th Floor
 Winnipeg, MB R3C 3L6
 Tel: (204) 945-4772 Fax: (204) 945-4620
 Email: hclayton@gs.gov.mb.ca
 imiller@gs.gov.mb.ca

Saskatchewan Emergency Planning
 1855 Victoria Avenue, Room 220,
 Regina, SK S4P 3V7
 Tel.: (306) 787-9563 Fax: (306) 787-1694
 Email: WMarr@mach.gov.sk.ca

AND
 Tel.: (306) 787-9568 Fax: (306) 787-1694
 Email: cking@mach.gov.sk.ca
 Alberta Disaster Services
 4999-98 Avenue
 Twin Atria Building, 2nd Floor
 Edmonton, AB T6B 2X3
 Tel.: (780) 422-9000 Fax: (780) 422-1549
 Email: Ron.Wolsey@gov.ab.ca
 Ken.Tryon@gov.ab.ca
 Dave.Noble@gov.ab.ca

Provincial Emergency Program
 Ministry of Attorney General
 P.O. Box 9201 Stn. Prov. Govt
 Victoria, BC V8W 9J1
 Tel: (250) 952-4897 Fax: (250) 952-4888
 Email: suzanne.laroy@ag.gov.bc.ca

NWT Emergency Services Division
 Municipal and Community Affairs
 Government of the Northwest Territories
 5201 50th Avenue, Suite 600
 Yellowknife, NT X1A 3S9
 Tel: (867) 920-6133 Fax: (867) 873-8193
 Email: eric_bussey@gov.nt.ca
 Yukon Emergency Measures Organization
 Government of the Yukon, Community and Transportation
 Services
 P.O. Box 2703
 Whitehorse, YT Y1A 2C6
 Tel: (867) 667-5220 Fax: (867) 393-6266
 Email: emo.yukon@gov.yk.ca

Government of Nunavut
 Dept. of Community Government and Transportation
 Nunavut Emergency Services
 P.O. 800
 Iqaluit, Nunavut XOA OHO
 Tel.: (867) 979-6262 Fax: (867) 979-4221
 Email: twatts@gov.nu.ca

Appendix B
Detailed New SAR Initiatives Fund Program Cycle

DETAILED NEW SAR INITIATIVES FUND PROGRAM CYCLE		
PHASE	TIME LINES	TIME FRAME
1. NIF program planning ➤ NSS establishes/revises NIF program plans and categories, as required. ➤ NSS revises/updates NIF Guide, if required. ➤ NSS distributes NIF call letter to NIF sponsors with details of upcoming program year and time lines. ➤ NIF sponsors disseminate NIF call letter. ➤ NIF applicants, NIF sponsors and NSS discuss NIF proposal ideas prior to submission. ➤ NIF applicants prepare and send NIF proposal outlines to NIF sponsors.	SPRING Call letter distributed prior to April 1 with program time lines	Jan -March
2. Preparation of NIF proposals ➤ NSS and NIF sponsors make NIF Guide available to applicants (hard copy or NSS Web site). ➤ NIF applicants prepare NIF proposals in consultation with NIF sponsors. ➤ NIF sponsors advise NIF applicants of NIF sponsor deadline for NIF proposals. ➤ NIF sponsor conducts initial review of NIF proposals. ➤ NIF sponsor selects and approves, or withdraws NIF proposals.	SPRING/ SUMMER JUNE/JULY NIF applicants must contact NIF sponsors to determine NIF sponsor deadlines	March- June
3. Review of NIF proposals ➤ NIF sponsor submits NIF proposals they have agreed to advance to the NSS. ➤ NSS conducts official screening and assessment of NIF proposals for deficiencies in completeness and compliance with requirements. ➤ NSS creates NIF proposal deficiency list and provides it to NIF sponsors/NIF applicants. ➤ NSS receives proposal amendments. ➤ NSS assigns reference number to each proposal and inputs to database and spreadsheets. ➤ NSS organizes, prepares instructions, duplicates NIF proposals for distribution to NIF sponsors for review. ➤ NSS requests that sponsors submit questions on the proposals to the NSS; NSS will circulate the questions; and sponsors will respond to the NSS so replies are circulated prior to the Merit Board.	SUMMER NIF proposals due at NSS on August 1 (NIF proposals will not be accepted late without prior approval of NSS)	NIF sponsors: June-July NSS: August

DETAILED NEW SAR INITIATIVES FUND PROGRAM CYCLE		
PHASE	TIME LINES	TIME FRAME
➤ NSS circulates requests for NIF project amendments to the ICSAR Co-ordination Subcommittee for comment, and notifies NIF sponsors of decisions (N.B.: Requests of greater than 10 per cent or greater than \$10,000, whichever is larger. For requests in change of scope, NSS will provide information concerning other similar projects which were submitted at the same time, if applicable). ➤ Through monitoring and control and review of progress reports, NSS makes adjustments to the NIF budget forecast and payment schedules and allocates available funds to other projects. ➤ NSS manages program and liaison with NIF sponsors concerning the requirement for NIF Final Summary Report, NIF Post-project Evaluation Report and deliverables for completed projects. ➤ NIF project managers send final NIF project summaries and deliverables to NIF sponsors who forward them to NSS.		
8. Final Report ➤ NSS receives, compiles, produces and distributes annual NIF Final Report containing summaries and outcomes of all NIF projects completed in the past year. ➤ NIF sponsors and project managers provide NSS with an evaluation of project outcomes within one year of project completion.	SUMMER/FALL Project audits may be conducted at any time.	

Appendix C
New SAR Initiatives Fund Proposal and Program Management
Checklists

New SAR Initiatives Fund (NIF) Project Checklist

Have you provided the following information in your proposal?

Proposal Forms

Part I

- ☐ Do you have an NSS-approved federal/provincial/territorial **SPONSOR**?
- ☐ Does your proposal meet the principles and criteria set out in this guide?
- ☐ Did you use the **STANDARD** proposal form provided in this guide?
- ☐ Do you have a proposal **TITLE**?
- ☐ Did you provide the name of the sponsor?
- ☐ Have you selected the **PRIORITY CATEGORY** (integration of NSP; collection of SAR data; prevention; R&D; volunteers; or, response)?
- ☐ Have you checked that the **FINANCIAL SUMMARY** is accurate and complete with the **TOTAL ESTIMATED COST** (in dollars and percent) for both from NIF and other sources?
- ☐ Did you include the **COST BREAKDOWN** for each fiscal year from both NIF and other sources of funding?
- ☐ Did you provide a brief (1-2 paragraphs) and clear **SUMMARY OF PROPOSAL**?
- ☐ Has the proposal been **SIGNED** by the sponsor?

Part II

- ☐ Did you use the **STANDARD** proposal form provided in this guide?
- ☐ Did you re-state the proposal **TITLE**?
- ☐ Did you include a **STATEMENT OF PURPOSE** of the proposal?
- ☐ Did you provide a **SUMMARY OF NEED** with necessary supporting data and analysis?
- ☐ Did you prepare a **PROPOSAL DESCRIPTION**?
- ☐ Does the proposal state the **IMPORTANCE/PRIORITY** of the proposal?
- ☐ Does your proposal include a complete **MANAGEMENT PLAN**?
- ☐ Does your proposal include a complete **COMMUNICATIONS PLAN**?
- ☐ Does your proposal include an **EVALUATION PLAN**?
- ☐ Did you prepare a detailed **BUDGET** outlining both NIF as well as other sources costs?
- ☐ Have you included **TRANSLATION COSTS** to ensure the proposal deliverables will be available in English and in French?
- ☐ Does your proposal include the **QUARTERLY CASH FLOW** for both NIF funds as well as other sources costs?
- ☐ Have you identified and justified any **START-UP COSTS** for the proposal?
- ☐ Did you provide complete **CONTACT** information for the project manager, responsible officer, and any other sources of funding?
- ☐ Have you completed **ALL SECTIONS** of the proposal form?

New SAR Initiatives Fund (NIF) Project Management Checklist

Quarterly status reports

- ☐ Did you use the **STANDARD** quarterly report form provided in this guide?
- ☐ Is the quarterly status report **ON TIME**?
- ☐ Did you include the project's **TITLE, PROJECT NUMBER**, and **NIFID**?
- ☐ Does the quarterly report summarize the **STATUS OF WORK** and reflect the original proposed management plan?
- ☐ Have you included the **QUARTERLY CASH FLOW** (forecast and actual) for both NIF funds as well as other sources?
- ☐ Does the quarterly status report identify **CHANGES**, if any, in the project plan?
- ☐ Is the quarterly status report **COMPLETE**?

Amendments

- ☐ Did you use the **STANDARD** amendment request form provided in this guide?
- ☐ Have you clearly stated whether the change is occurring in **SCOPE, TOTAL ESTIMATED COST** or **CASH FLOW**?
- ☐ Have you briefly **JUSTIFIED** this need?
- ☐ Has the amendment been **SIGNED** by the sponsor?
- ☐ Is the amendment request form **COMPLETE**?

Final summary reports

- ☐ Did you use the **STANDARD** final summary report form provided in this guide?
- ☐ Did you include the project's **TITLE, PROJECT NUMBER**, and **NIFID**?
- ☐ Did you include a brief **PROJECT DESCRIPTION**?
- ☐ Did you describe the project's **OBJECTIVES, ACTIVITIES**, and **EVALUATION**?
- ☐ Did you list any **COMMUNICATION ACTIVITIES**?
- ☐ Have you provided (where necessary) a **BIBLIOGRAPHY REFERENCE**?
- ☐ Have you made suggestions for any **FOLLOW UP ACTIVITIES**?
- ☐ Have you included samples of the project **DELIVERABLES**?
- ☐ Does the final report include **CONTACT INFORMATION** for the sponsor and project manager?
- ☐ Is the final summary report form **COMPLETE**?

Invoices

- ☐ Does the invoice clearly indicate the **NIFID, PROJECT NUMBER, TITLE** of the project against which funds are being required?
- ☐ Is the **INTRA NUMBER** of the financial account where the funds should be sent indicated (for federal projects only)?
- ☐ Is the invoice prepared for the **APPROVED** amount of NIF funds only?
- ☐ Is the invoice amount **CORRECT**?
- ☐ Has your invoice been sent to your **SPONSOR** who will then forward it to the **NSS**?

Appendix D
NIF Proposal Scoring Information and Score Sheet

New SAR Initiatives (NIF) Scoring Instructions

This Appendix provides instructions concerning the scoring sheet used during the assessment process. The number of each factor corresponds to the number of the scoring box on the score sheet. When scoring, use only whole numbers, not decimals.

Filter Criterion

This criterion is designed to ensure that the NIF is used effectively for SAR proposals. It is an "in" or "out" criterion which is answered either yes or no and relates to whether the proposal is a valid SAR proposal in accordance with the screening criteria. Any proposal which does not receive a "yes" answer will not be scored. If the proposal meets the criteria and has the potential to save lives through the SAR activities of prevention or response, ground, air or marine, in any jurisdiction - then the proposal can be scored.

Common Factors

Factor 1: Relative Need

The wording of the submission should provide ample information to support scoring.

Relative Need Scoring:

1. Not convinced need is valid; or some need, but clearly overstated
2. Need appears valid but not pressing; probably not much impact if not approved
3. Need valid and moderate; some impact expected if proposal not approved
4. Need clear and relatively pressing
5. Need clear and urgent

Factor 2: Benefit/cost Ratio

Related to Factor 1, need, because the benefit to be derived is the satisfaction of the need. Accordingly, proposals with high need scores have the potential for high benefit/cost scores. The score assigned should be based on a subjective assessment of the quality of the need addressed versus the cost to do it. The volunteer feature of a proposal, for example, can reflect the superior benefit/cost ratios volunteers can provide, in the right circumstances, in both prevention and response situations. Similarly, the fact that a proposal may be cost-shared between the NIF and the proposal sponsor could also have a significant impact on the benefit/cost scoring:

1. Low need/medium to high cost
2. Medium need/high cost; Low need/low cost
3. Medium need/medium cost; High need/high cost
4. Medium need/low cost; High need/medium cost
5. High need/low cost or medium to high need and cost shared to an appropriate degree.

Factor 3: Proposal Risk

Two aspects should be considered. The first is the likelihood or degree of certainty that the proposal will actually deliver the promised benefits if it is completed as submitted. The second is the likelihood that the proposal can be completed on time and within budget. These are subjective judgments.

Proposal Risk Scoring:

1. Proposal does not appear to address the need; Proposal unlikely to be completed with the funds requested or in the time allotted
2. Not clear that proposal addresses need; Not clear that proposal can be completed on time and within budget
3. Proposal addresses need; Proposal can probably be completed "on time" and "within budget"
4. Proposal clearly addresses need; Proposal can be completed on time and within budget
5. Proposal precisely addresses need - should provide significant benefits; Proposal can be completed on schedule and within budget

Factor 4: Total of 1, 2 and 3, as indicated

Component Factors

A proposal that might have a claim to both categories, i.e., response and prevention, can only be scored in one of them. Only one factor of 5 through 11 may be scored. Since the wording of the scoring factors is clear, scoring should be straightforward, although it will still be subjective. The following are suggested as norms:

Factor 5: Proposal Improves Enforcement and/or Awareness of Safety Regulations/Procedures

1. Enforcement improvement appears minimal relative to need
Regulation/procedures to be enforced do not appear to be strongly linked to SAR incidents
2. Enforcement proposed is adequate but need is low
Regulations/procedures appear linked to SAR incidents
3. Enforcement proposed is adequate and need is medium
Regulations/procedures are linked to SAR incidents
4. Enforcement proposed is adequate and need is high
Regulations/procedures are linked to SAR incidents
5. Enforcement proposed is clearly adequate and will fully address a serious need
Regulations/procedures are clearly linked to the occurrence of SAR incidents

Factor 6: Proposal Improves the Capacity and Presence to Deliver Prevention Programs

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

Factor 7: Proposal Improves Awareness, Knowledge, Attitude/Commitment

1. Proposal clearly not addressing need; not targeted to group at risk
2. Proposal addresses low need issue; proposal appears to target correct group
3. Proposal addresses medium need issue; proposal appears to target correct group
4. Proposal addresses high need; proposal appears to target correct group
5. Proposal clearly addresses an urgent need; proposal clearly targets those at greatest risk

Factor 8: Proposal Reduces or Eliminates the Hazard causing the Incident

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

Factor 9: Proposal Improves the Effectiveness of Detecting and/or Alerting

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

Factor 10: Proposal Improves the Effectiveness of Response Subsequent to Receipt of Alert

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

Factor 11: Proposal Increases Victim Survival Time

This factor applies to proposals that will increase the survival time for victims in the water or in harsh environmental conditions on land.

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

Factor 12: Proposal Reduces or Eliminates Risk to SAR Personnel

1. Small improvement; low need
2. Medium improvement; low need/small improvement; medium need
3. Medium improvement; medium need/small improvement; high need
4. High improvement; medium need/medium improvement; high need
5. High improvement; high need

New SAR Initiatives Fund (NIF) Proposal Scoring Sheet

NIFID: _____ PROPOSAL TITLE AND NUMBER: _____ SPONSOR: _____

FILTER CRITERIA		Y/ N
Does proposal meet the screening criteria and the NSP objective by potentially saving lives through SAR prevention or response activities? Yes/No If the question is answered "NO", further justification will be requested of submitting agency/sponsor. If the additional response does not meet requirements - do not score.		

COMMON FACTORS: Score 1 to 5. Score factors 1, 2 and 3.			
1. Relative need	2. Benefit/cost	3. Proposal Risk	4. Total of 1, 2 and 3

COMPONENT FACTORS: Score 0 (does not apply), 1 (low) to 5 (high) Only one factor may be scored.			
5. Proposal improves enforcement and awareness of safety regulations/procedures		9. Proposal improves the effectiveness of detecting that a potential SAR incident has occurred, and/or improves the effectiveness of the process in alerting the correct responding agency.	
6. Proposal improves the capacity, presence to deliver prevention programs leading to behavior change		10. Proposal improves the effectiveness of any aspect of response subsequent to the alerting of appropriate SAR authorities.	
7. Proposal improves awareness, knowledge, attitude/commitment to avoid or reduce severity of incident		11. Proposal increases the potential survival time of people at risk in SAR incidents.	
8. Proposal reduces or eliminates the hazards causing incidents.		12. Proposal reduces or eliminates risks to rescue personnel.	
TOTAL COMPONENT SCORE		TOTAL COMPONENT SCORE	
TOTAL PROPOSAL SCORE			

Appendix E
Post-Project Evaluation

**New SAR Initiatives Fund (NIF)
Post-Project Evaluation
PART 1**

Project Title:

Project No.

NIFID:

Date:

Evaluator Information:

Please answer the following questions

1. Was the project successful? ☐ YES ☐ NO
2. What were the project's strengths and weaknesses?
3. Are the project results having an impact on the SAR community? Explain.
4. Is the project having any effects that were not intended?
5. Were the results worth the project costs?
6. Was the project's communication plan successful?

Other comments:

New SAR Initiatives Fund (NIF)
Post-Project Evaluation
PART 2 - ACHIEVEMENT OF OBJECTIVES

Rating Numbers:

1 Very Good

2 Good

3 Adequate

4 Poor

5 Very Poor

ORIGINAL MANAGEMENT PLAN		ACHIEVEMENT	SATISFACTION	COMMENTS:
Objective #1:				
Project Activities				
A)				
B)				
C)				
Objective #2:				
Project Activities				
A)				
B)				
C)				
Objective #3:				
Project Activities				
A)				
B)				
C)				

Appendix F
News Release Template for NIF Projects

News Release

DATE:

CONTACT: *List the contact information of the person who is most available.*

Phone No.:

Cell Phone:

Fax No.:

Email:

Hours of Availability:

For Immediate Release

N.B. If there is a key date, you can print "For Release dd-mm-yy"

HEADLINE

NAME OF CITY (all in Capital letters)-Lead sentence. Introductory line should answer the 5 W's: Who, what, when, where and why.

QUOTE: "The New Search and Rescue Initiatives Fund (NIF) demonstrates our continued commitment to improving Canada's Search and Rescue system," said R. William Slaughter, Executive Director of the National Search and Rescue Secretariat (NSS). "We're very proud of the [insert project name here] and of the wealth of expertise and experience found in Canada."

PARAGRAPH: The "nitty-gritty" of the project. State briefly why the project was needed, who will benefit from it, what new product/service/tool was created, and give any high-tech explanation of how it works.

QUOTE: Insert a quote from the Project Team.

NIF PARAGRAPH: The New Search and Rescue Initiatives Fund (NIF) was established to provide funding for projects that will improve search and rescue in Canada. Over \$8 million is allocated annually to approximately 100 projects.

NSS PARAGRAPH: The National Search and Rescue Secretariat was established in 1986, following the Ocean Ranger oil rig disaster. The Secretariat's mandate is to promote an efficient, effective and economical National Search and Rescue Program by coordinating central activities on behalf of those agencies providing search and rescue services to people in distress throughout Canada's areas of jurisdiction. *N.B. This paragraph should be the last one in the release.*

Tips for the News Release

The "Slug"

.....2 SAR Project

A Slug (above) should appear in the top left corner of the second page of your News Release.

The Endmark

-30-

An Endmark (above) should be centered at the end of the News Release.

Getting Your News Release Out!

Where do you send the News Release?

Start by visiting your local library (reference section) and ask for the "Matthews List" (Matthew's Media Directory). The list has the listings for newspapers, and television and radio channels etc, for every province and territory in Canada, including the names of columnists, names and times of television and radios shows, and the name of show hosts. Don't send a release to every media outlet in your province. Instead, use Matthew's List to pick carefully the outlet(s) that would have the most interest in your story. Narrow the focus to the audience most likely to have interest in the project's results. For example, if your project is focused on research and development, look for your newspaper's science and technology writer. Community newspapers are often your best bet because they are interested in local stories.

Be sure to:

1. Obtain the name of the news editor (paper or radio) or assignment editor (television);
2. Fax the news release with a clear cover sheet, providing clear contact information for your organization;
3. Be available for interviews; and
4. Make photos available for print media.